USEUCOM
JOINT ANALYSIS CENTER

JAC Enterprise Knowledge Management

Strategy and First Steps

Presented to
Joint Theater Knowledge Management Conference

By Dan Morgan, MITRE Corporation

7 March 05

Overview

- IC Imperatives for Information Sharing
- KM end-state vision
- Instilling new habits: The Big Challenge
- Strategy for implementing KM
- Summary

IC Imperatives for Transformation

- **Evidence of the imperative for change to enable effective information sharing abounds**
  - **EO 13356 *Strengthening the Sharing of Terrorism Information to Protect Americans* (27 August 2004)**
  - **9-11 Commission Report**
  - **Joint Vision 2020**
  - **Horizontal Integration**
  - **DIA Strategic Vision**

- **Knowledge Management specifically identified as an improvement area by the Commander in the JAC relook**

KM end-state vision

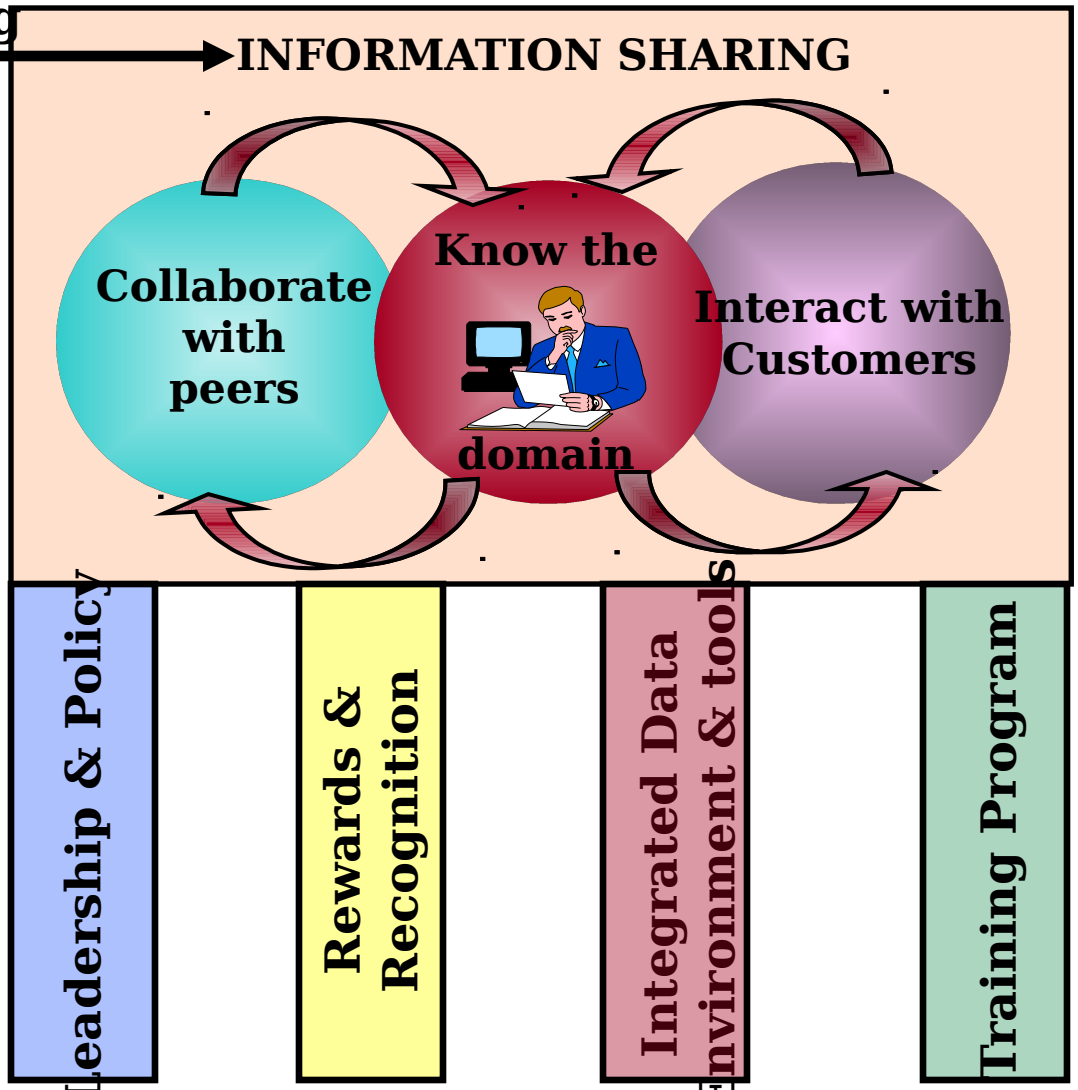
- A culture of information sharing, collaborative effort, and strong customer interaction
- Common access to an organized, easily accessible information-base comprising all key data sources
- New IT infrastructure components specifically designed to facilitate new working practices
- Senior leaders provide vision and example, continue to emphasize change until permanent
- Infused with new “KM behaviors” through a program of formal training & on-the-job coaching
- Rewards & recognition for analysts who demonstrate new ways of working

Instilling New Habits: The Big Challenge

- Implementing KM will require fundamental shifts in the workforce working practices
  - Implications for data handling, what constitutes a valuable analyst – and more
  - For some, it will mean changing patterns of behavior built up over decades
  - Lasting cultural change will take a long time
- JAC has some KM "self-starters"
  - Examples of KM working practices and capabilities already underway
- MITRE Social scientist Tiger Team formed to help
  - Bring expertise in implementing major workforce change and KM

Knowledge Management Strategy

ne encompassing
working habit



Three Command Values

Four Change Enablers

P

Emphasize three command values

- **Increased Information Sharing**
  - **Communicate the knowledge worker role to everyone**
  - **Create an organized, easily-accessible information base**
  - **Build mechanisms to make it easy to contribute what one knows & discover what others know**
- **Collaboration**
  - **Create new mechanisms for sharing of expertise**
- **Know the domain**
  - **Improved information sharing among peers and customers will increase knowledge of the domain**

Enable change in four ways

- Leadership by example
  - “Do as I do” sends a powerful message
  - Leaders reiterate the message until it becomes habit
- Integrate IT components and business processes
  - Emphasize reliable, easy to use tools and mechanisms
- Training and more training
  - Develop a training program to teach people how to incorporate new working practices
  - Reinforce with on-the-job training
  - Identify, document, and circulate best practices
- Rewards and recognition systems to reinforce behavior
  - Praise and recognition for professional excellence together with time off or awards

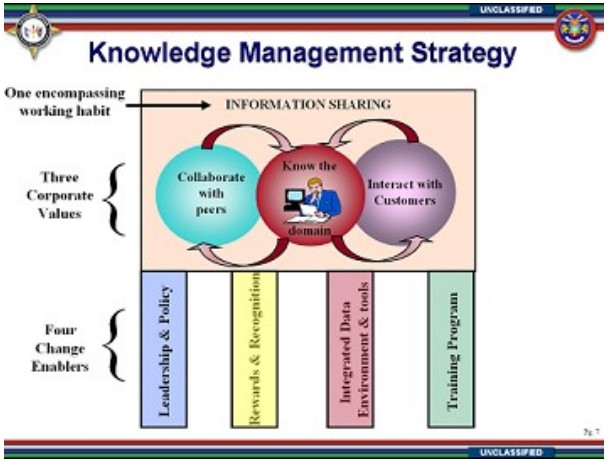
First Steps

- **Obtained expert help in initiating organizational change**
  - **MITRE Social Science Tiger Team brought in Feb 05**
  - **Combined skills in change management, analysis and information management**
- **Target groups for initial KM innovations are Regional Assessment Teams**
  - **KM goals consistent with desired RAT objectives**
    - **Depth of subject matter expertise**
    - **Improved information sharing among peers and customers**
    - **Dynamic teaming to address evolving priority intel issues**
- **Support KM capabilities within JAC intranet first**
  - **Operationalize KM working practices**
  - **Exploit IT already in the arsenal**

P

Information Infrastructure "Boot Camp Essentials"

- **Connecting people**
  - **Organizations, teams, individuals**
  - **Expertise**
  - **Tasks**
  - **Informal Contacts**
- **Interaction**
  - **Meeting Places (IWS, Desktop VTC, Kiosks & meeting spaces)**
  - **Instant Messenger**
  - **Shared user distribution lists (List Servers)**
- **Organizing**
  - **Information Space (File space, web space, libraries, etc.)**
  - **Calendar**
  - **Taskings**
  - **Standards and Procedures**
- **Training and development**



Summary

- **The imperative for better sharing of information could not be more clear**
  - **Reiterated at all leadership levels from JAC commander up through CINC**
- **Implementing KM principles will require across-the-board changes, time, and will be challenging**
  - **Changing ingrained working habits is the big challenge**
- **In the early stages of KM strategy**
  - **RATs are the “guinea pigs”**
  - **Continue to innovate, wider implementation for what works**

Backup Slides

Knowledge Work & Knowledge Workers

- **Analysts (knowledge workers) focus on events in a domain *****
  - **Knowledge work has no prescribed set of tasks or outputs**
  - **Job priority to respond to issues & problems as they arise**
  - **Assemble relevant information collaborate with colleagues, and take action**
  - **Each event likely to require unique response**
- **Any KM initiative should enable analysts performing this type of work**
- **Current JAC working practices, policies, reward systems under review to ensure consistency with knowledge work principles**
  - **Changes to work environment and working practices needed**

*** Taken from Gartner Group study

First Steps - Social Science Tiger Team

- Commander obtained expert help from MITRE Social Science Tiger Team to assist with “behavior side” of change
  - Expertise in change management, analysis and information management
- Site visit conducted 7-11 Feb
  - Data gathering through interviews, observation, daily reviews
  - Provided guest briefings in analytic methodology, law/policy & change impact on IC, understanding change
  - Preliminary Report & Recommendations
    - Identified organizational and cultural factors inhibiting change
      - Multiple cultures/sub-cultures, staffing issues, external event volatility
    - Identified many areas for improvement
- Provided a catalyst for change
- Follow up
  - Final report & Recommendations
  - Potential return visit to conduct seminar in Change Leadership

P

Next Steps

- **RAT Tiger Team will continue to identify and promote improved KM working practices as part of achieving RAT end state**
  - **Address training, rewards & recognition, policy**
  - **See what works, improve, and implement**
- **Continue to work with MITRE Social Science Tiger Team to bring about organizational change**
  - **Coordinating follow up visit to address change management (two day seminar for leaders)**